



United States Government Accountability Office
Washington, DC 20548

December 11, 2008

Congressional Committees

Subject: Status of GAO Recommendations to the Department of Defense (Fiscal Years 2001-2007)

Section 402 of the Concurrent Resolution on the Budget for Fiscal Year 2009¹ required us to report to the appropriate congressional committees by the end of the 110th Congress regarding the Department of Defense's (DOD) progress in implementing GAO's recommendations over the last 7 years. During this period of time, we issued 637 reports to DOD or its components that included 2,726 recommendations. By law, agencies, including DOD, are required to submit written statements to Congress explaining actions taken in response to recommendations we have made.² We follow up on the implementation status of each recommendation at least annually to determine whether DOD has instituted sufficient corrective actions.

This report, which responds to this mandate, contains the results of our analysis on the implementation status of the 2,726 recommendations we made to DOD or its components in reports issued during fiscal years 2001 through 2007. Based on discussion with congressional staff, we are also providing examples of related financial accomplishments³ reported for the period, based on DOD-related work.

Scope and Methodology

To conduct our work, we analyzed information on the implementation status of recommendations made to DOD from our reports issued during fiscal years 2001 through 2007. The implementation status for each recommendation falls into one of three categories: recommendations that remain open, recommendations that are closed and implemented, and recommendations that are closed but not implemented. The results reflect information from our Engagement Results database as of October 2008. In addition, we reviewed reported financial accomplishments related to this work contained in our Accomplishment Reporting System. As noted in our Performance and Accountability Report for Fiscal Year 2008,⁴ our performance reporting is reliable—transactions and other data that support reported performance measures, including those related to

¹S. Con. Res. 70, § 402 (11) (14) (2008).

²31 U.S.C. 720 (2008).

³Our findings and recommendations produce measurable financial benefits for the federal government after the Congress acts on or agencies such as DOD implement them and the funds are made available to reduce government expenditures or are reallocated to other areas.

⁴GAO, *United States Government Accountability Office: Performance and Accountability Report, Fiscal Year 2008*, [GAO-09-1SP](#) (Washington, D.C.: Nov. 14, 2008).

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recommendations and accomplishments, are properly recorded, processed, and summarized to permit the preparation of performance information consistent with the criteria set forth in the Government Performance and Results Act of 1993⁵ and related Office of Management and Budget guidance. We conducted our work from June to December 2008.

Background

For GAO products that contain recommendations, we update the status of these recommendations at least annually and usually by the end of the fiscal year. To accomplish this, our staff may interview agency officials, obtain agency documents, access agency databases, or obtain information from an agency's inspector general. Recommendations that are reported as implemented are reviewed by a senior executive and our Office of Quality and Continuous Improvement. It is important for us to keep this recommendation information updated since Congress, federal agencies, and the public have on-line access to our report, Status of Open Recommendations, which is based on the information from our Recommendations Follow-Up application.⁶ Congress uses the information to prepare for hearings and budget deliberations, and agencies use it to track the status of recommendations targeted to their agency. This database can be searched by congressional requester, by subject matter, or in various other ways such as target agency or product title. We also use this information to measure the implementation rate of our recommendations.

There are three options for recording the implementation status of a recommendation: open, closed-implemented, and closed-not implemented. A recommendation will stay open when action has not been taken but may be taken in the future, action is in the planning stage, or action has been taken on only part of the recommendation. A recommendation will be listed as closed-implemented when the action is fully implemented or action has been taken that essentially meets the recommendation's intent, that is, the action meets the spirit—rather than the letter—of the recommendation, or all parts of the recommendation have been implemented. A recommendation will be listed as closed-not implemented when DOD has no intention of implementing the recommendation or circumstances have changed and the recommendation is no longer valid.

GAO Recommendations to DOD and Their Implementation Status

During fiscal years 2001 through 2007, we issued 637 reports to DOD that included a total of 2,726 recommendations. As of October 2008, of these recommendations, 758 or 28 percent are reported as open, 1,682 or 62 percent are closed-implemented, and 286 or 10 percent are closed-not implemented. Consistent with past experience that shows it takes agencies some time to implement recommendations, we found most recommendations from fiscal year 2001 have been implemented while most recommendations from fiscal year 2007 remain open. For example, of the 292 recommendations made to DOD in fiscal year 2001, 234 recommendations or 80 percent have been implemented while 12 recommendations or 4 percent remain open. The remaining 46 recommendations or 16 percent are closed but not implemented. Conversely, for the 313 recommendations we made to DOD in fiscal year 2007, 38 recommendations or 12 percent have been implemented while 265 recommendations or 85 percent are open. The remaining 10 recommendations or 3 percent

⁵Pub. L. No. 103-62 (1993).

⁶To view this public report, go to <http://www.gao.gov/openrecs.html>.

are closed but not implemented. Enclosure I lists each report issued from fiscal year 2001 to fiscal year 2007 that included recommendations for DOD or its components and the status of those recommendations.

Table 1 shows the number of the recommendations made to DOD in fiscal year 2001 through fiscal year 2007 and their implementation status by number and percentage.

Table 1: Status of GAO Recommendations to DOD by Number and Percentage Open, Closed-Implemented, and Closed–Not Implemented, Fiscal Year 2001 through Fiscal Year 2007

Fiscal year	Number of GAO recommendations	Recommendations open		Recommendations closed–implemented		Recommendations closed–not implemented	
		Number	Percentage	Number	Percentage	Number	Percentage
2001	292	12	4	234	80	46	16
2002	384	24	6	317	83	43	11
2003	508	15	3	415	82	78	15
2004	478	32	7	391	82	55	12
2005	358	158	44	170	47	30	8
2006	393	252	64	117	30	24	6
2007	313	265	85	38	12	10	3
Total	2,726	758	28	1,682	62	286	10

Source: GAO.

Note: Data are from analysis of Engagement Results database on recommendations to DOD.

Examples of Financial Accomplishments Based on DOD-Related Programs

During fiscal years 2001 through 2007, we recorded over \$89 billion in financial benefits associated with our work involving DOD programs. The average annual financial benefit over the 7 fiscal years was about \$12.7 billion. The reported financial benefits ranged from a low of about \$10.4 billion in fiscal year 2002 to a high of about \$15.3 billion in fiscal year 2001. The financial benefits claimed result from the actions taken by Congress or DOD that are based on findings, conclusions, or recommendations contained in our products. These benefits result from such actions as congressional reductions to the President’s annual budget requests, cost reductions due to greater efficiency, or cost reductions due to program cancellations or program delays.

Table 2 shows the amount of financial benefits that we reported based on DOD-related programs from fiscal year 2001 through fiscal year 2007.

Table 2: Financial Benefits Reported by GAO Based on DOD-Related Programs, Fiscal Year 2001 through Fiscal Year 2007

Dollars in billions

Fiscal year	Financial benefits
2001	\$15.3
2002	10.4
2003	10.8
2004	15.2
2005	14.4
2006	11.9
2007	11.2
Total	\$89.1

Source: GAO.

Note: Data are from analysis of Engagement Results database on financial accomplishments.
Total may not add due to rounding.

Below are examples of financial accomplishment reports from fiscal years 2001 through 2007 for which we claimed financial benefits for DOD-related programs.

Fiscal year 2001:

- Cost reduction associated with the Base Closure and Realignment process: \$6 billion.
- Cost reduction associated with reducing the size of the defense acquisition workforce: \$3.3 billion.
- Foreign currency reductions to DOD's Operation and Maintenance and Military Personnel budget request for fiscal year 2001: \$857 million.

Fiscal year 2002:

- Cost reduction associated with foreign currency transactions for fiscal years 2002 and 2003: \$1.5 billion.
- Cost reductions associated with Defense Enterprise Computing Centers: \$859 million.
- Rescission of V-22 procurement funds: \$764 million.
- More efficient use of in-orbit satellite capabilities: \$703 million.

Fiscal year 2003:

- Termination of Army Crusader Program: \$4 billion.
- Cost reductions associated with instituting better management controls over Navy–Marine Corps intranet program: \$780 million.
- Reduction in funding for DOD systems: \$400 million.

Fiscal year 2004:

- Rescission of funds from Iraqi Freedom Fund: \$3.5 billion.
- Cost avoidance associated with better management controls over Navy information-technology programs: \$2.3 billion.
- Cost avoidance associated with decision to delay obtaining a favorable audit opinion by fiscal year 2004: \$2.1 billion.

Fiscal year 2005:

- Cost avoidance associated with the Missile Defense Agency adopting a knowledge-based approach for Kinetic Energy Interceptor program: \$4.7 billion.
- Congressional reductions to the Navy and Air Force working capital funds: \$1.3 billion.
- Cost savings for the Balkan Support contract: \$332 million.

Fiscal year 2006:

- Reduction to Active and Reserve Military Personnel fiscal year 2006 appropriations: \$872 million.
- Reduction to Air Force working capital fund cash balance: \$1.2 billion.
- Reduction to DOD's fiscal year 2006 appropriations related to Operation Noble Eagle: \$540 million.

Fiscal year 2007:

- Reduction to DOD's Operation and Maintenance budget request for fiscal year 2007: \$1.5 billion.
- Reallocation of DOD funding to cover new special operations initiatives: \$1.2 billion.
- Opportunities to reduce corrosion costs and increase readiness: \$757 million.

Besides financial accomplishments, our recommendations also produce many nonfinancial benefits and accomplishments, such as DOD actions taken to improve operations or management oversight.

We are sending copies of this report to interested congressional committees. In addition, this report will be available at no charge on the GAO Web site at <http://www.gao.gov>.

If you or your staff have any questions about this report, please contact me at (202) 512-9619 or pickups@gao.gov. Contact points for our Offices of Congressional Relations and Public Affairs may be found on the last page of this report. Key contributors to this report are listed in enclosure II.



Sharon L. Pickup
Director, Defense Capabilities and Management

Enclosures - 2

List of Committees

The Honorable Daniel K. Inouye
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The Honorable Thad Cochran
Ranking Member
Subcommittee on Defense
Committee on Appropriations
United States Senate

The Honorable Carl Levin
Chairman
The Honorable John McCain
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United States Senate

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The Honorable John P. Murtha
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Committee on Appropriations
House of Representatives

The Honorable Ike Skelton
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Committee on Armed Services
House of Representatives

The Honorable John M. Spratt, Jr.
Chairman
The Honorable Paul Ryan
Ranking Member
Committee on the Budget
House of Representatives

Implementation Status of GAO Recommendations Made to DOD in Fiscal Year 2001 through Fiscal Year 2007

This enclosure provides seven tables containing our analysis on the implementation status of the 2,726 GAO recommendations made to the Department of Defense (DOD) in the 637 reports issued from fiscal year 2001 through fiscal year 2007. Implementation status is summarized in tables 3 through 9 and is displayed alphabetically by product title by fiscal year and includes the GAO report number, number of recommendations that remain open, number of recommendations that are closed and implemented, and number of recommendations that are closed but not implemented. A fiscal-year summary total and grand total is included showing the total recommendations made to DOD by implementation status as open, closed-implemented, and closed-not implemented.

Table 3: Status of DOD Recommendations by Report, Fiscal Year 2001

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-01-967	Army Management: Need to Reassess Risk and Resources for Inspecting Ceremonial Rifles		2	
GAO-01-436	Army Training: Improvements Are Needed in 5-Ton Truck Driver Training and Supervision		6	2
GAO-01-288	Best Practices: Better Matching of Needs and Resources Will Lead to Better Weapon System Outcomes		3	
GAO-01-510	Best Practices: DOD Teaming Practices Not Achieving Potential Results		3	7
GAO-01-697	Canceled DOD Appropriations: \$615 Million of Illegal or Otherwise Improper Adjustments		7	
GAO-01-667	Chemical and Biological Defense: Improved Risk Assessment and Inventory Management Are Needed		4	
GAO-01-27	Chemical and Biological Defense: Units Better Equipped, but Training and Readiness Reporting Problems Remain		2	1
GAO-01-850	Chemical Weapons: FEMA and Army Must Be Proactive in Preparing States for Emergencies		1	
GAO-01-632	Combat Identification Systems: Strengthened Management Efforts Needed to Ensure Required Capabilities		3	
GAO-01-463	Combating Terrorism: Accountability Over Medical Supplies Needs Further Improvement		2	
GAO-01-909	Combating Terrorism: Actions Needed to Improve DOD Antiterrorism Program Implementation and Management		7	
GAO-01-822	Combating Terrorism: Selected Challenges and Related Recommendations		2	
GAO-01-459	Computer-Based Patient Records: Better Planning and Oversight by VA, DOD, and IHS Would Enhance Health Data Sharing		3	
GAO-01-86R	Concerns Raised About Use of Unreconciled Activity Codes to Requisition New and Excess Government Property	1	1	
GAO-01-767	Contract Management: Benefits of the DOD Mentor-Protégé Program Are Not Conclusive		1	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-01-801	Contract Management: DOD's Profit Policy Provision to Stimulate Innovation Needs Clarification		3	
GAO-01-309	Contract Management: Excess Payments and Underpayments Continue to Be a Problem at DOD		2	
GAO-01-295	Contract Management: No DOD Proposal to Improve Contract Service Costs Reporting		3	
GAO-01-694	Cooperative Threat Reduction: DOD Has Adequate Oversight of Assistance, but Procedural Limitations Remain		2	
GAO-01-686	Debt Collection: Defense Finance and Accounting Service Needs to Improve Collection Efforts		6	
GAO-01-450	Defense Acquisition: Comanche Program Objectives Need to Be Revised to More Achievable Levels		1	
GAO-01-607	Defense Acquisitions: Higher Level DOD Review of Antiarmor Mission and Munitions Is Needed			1
GAO-01-74	Defense Acquisitions: Need to Confirm Requirements for \$4.1 Billion Antiarmor Missile System		2	
GAO-01-22	Defense Acquisitions: Price Trends for Defense Logistics Agency's Weapon System Parts		3	
GAO-01-23	Defense Acquisitions: Prices of Navy Aviation Spare Parts Have Increased		3	
GAO-01-6	Defense Acquisitions: Space-Based Infrared System-low at Risk of Missing Initial Deployment Date		1	2
GAO-01-902	Defense Budget: Need to Better Inform Congress on Funding for Army Division Training		3	
GAO-01-513	Defense Health Care: Continued Management Focus Key to Settling TRICARE Change Orders Quickly		1	
GAO-01-473	Defense Infrastructure: Commissary Reorganization Should Produce Savings but Opportunities May Exist for More		4	
GAO-01-475	Defense Inventory: Approach for Deciding Whether to Retain or Dispose of Items Needs Improvement		2	
GAO-01-425	Defense Inventory: Army War Reserve Spare Parts Requirements Are Uncertain		2	3
GAO-01-30	Defense Inventory: Implementation Plans to Enhance Control Over Shipped Items Can Be Improved	4		
GAO-01-472	Defense Inventory: Information on the Use of Spare Parts Funding Is Lacking		1	
GAO-01-32	Defense Inventory: Most Excess Property in Panama Was Disposed of Properly, but Some Control Weaknesses Existed		1	
GAO-01-923	Defense Inventory: Navy Spare Parts Quality Deficiency Reporting Program Needs Improvement		1	1
GAO-01-372	Defense Inventory: Steps the Army Can Take to Improve the Management and Oversight of Excess Ammunition		3	
GAO-01-618	Defense Logistics: Air Force Lacks Data to Assess Contractor Logistics Support Approaches		1	
GAO-01-18	Defense Logistics: Unfinished Actions Limit Reliability of the Munition Requirements Determination Process		5	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-01-683	Defense Management: Better Guidance Needed in Selecting Operating Methods for Name-Brand, Fast-Food Restaurants		5	
GAO-01-943	Defense Manufacturing Technology Program: More Joint Projects and Tracking of Results Could Benefit Program		1	1
GAO-01-795	Defense Spectrum Management: More Analysis Needed to Support Spectrum Use Decisions for the 1755-1850 MHz Band		1	2
GAO-01-559	Defense Working Capital Fund: Improvements Needed for Managing the Backlog of Funded Work		5	
GAO-01-196R	Department of the Air Force: Unauthorized Activity Codes Used to Requisition New and Excess DOD Property	1	1	
GAO-01-85R	Department of the Army: Unauthorized Activity Codes Used to Requisition New DOD Property		3	
GAO-01-206R	Department of the Navy: Unauthorized Activity Codes Used to Requisition New and Excess DOD Property	1	1	
GAO-01-19	Depot Maintenance: Key Financial Issues for Consolidations at Pearl Harbor and Elsewhere Are Still Unresolved		4	
GAO-01-588	DOD and VA Pharmacy: Progress and Remaining Challenges in Jointly Buying and Mailing Out Drugs		6	
GAO-01-116	DOD Information Technology: Software and Systems Process Improvement Programs Vary in Use of Best Practices		3	
GAO-01-508	DOD Personnel: Improvements Made to Housing Allowance Rate-Setting Process		1	
GAO-01-465	DOD Personnel: More Consistency Needed in Determining Eligibility for Top Secret Security Clearances		2	2
GAO-01-682	DOD Systems Modernization: Continued Investment in the Standard Procurement System Has Not Been Justified		5	
GAO-01-26	Drug Control: U.S. Assistance to Colombia Will Take Years to Produce Results		2	
GAO-01-1026	Elections: Voting Assistance to Military and Overseas Citizens Should Be Improved		4	1
GAO-01-843	Electronic Combat: Services Should Consider Greater Use of New Test Equipment for Their Aircraft		1	
GAO-01-28	Electronic Warfare: Comprehensive Strategy Needed for Suppressing Enemy Air Defenses		1	
GAO-01-448	Electronic Warfare: The Army Can Reduce Its Risks in Developing New Radar Countermeasures System			1
GAO-01-557	Environmental Contamination: Cleanup Actions at Formerly Used Defense Sites		1	1
GAO-01-479	Environmental Liabilities: DOD Training Range Cleanup Cost Estimates Are Likely Understated		5	
GAO-01-10	Export Controls: System for Controlling Exports of High Performance Computing Is Ineffective			1
GAO-01-764	Financial Management: DOD Improvement Plan Needs Strategic Focus		6	
GAO-01-847	Financial Management: Improvements in Air Force Fund Balance With Treasury Reconciliation Process		4	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-01-37R	Financial Management: Improvements Needed in the Navy's Reporting of General Fund Inventory	5	2	
GAO-01-45R	Financial Management: Reporting of Army Conventional Ammunition as Operating Materials and Supplies		5	
GAO-01-89	Financial Management: Significant Weaknesses in Corps of Engineers' Computer Controls		1	
GAO-01-198	Force Structure: Army Lacks Units Needed for Extended Contingency Operations		3	
GAO-01-485	Force Structure: Projected Requirements for Some Army Forces Not Well Established		4	
GAO-01-341	Information Security: Challenges to Improving DOD's Incident Response Capabilities		9	
GAO-01-307	Information Security: Progress and Challenges to an Effective Defense-wide Information Assurance Program		13	1
GAO-01-525	Information Technology: Architecture Needed to Guide Modernization of DOD's Financial Operations		7	1
GAO-01-631	Information Technology: DLA Should Strengthen Business Systems Modernization Architecture and Investment Activities		9	
GAO-01-515R	Internal Controls: C-17 Payment Procedures Can Be Improved		1	4
GAO-01-461	Kosovo Air Operations: Combat Aircraft Basing Plans Are Needed in Advance of Future Conflicts		4	
GAO-01-239	Land Mine Detection: DOD's Research Program Needs a Comprehensive Evaluation Strategy			2
GAO-01-889	Military Housing: DOD Needs to Address Long-Standing Requirements Determination Problems		1	
GAO-01-80	Military Personnel: Actions Needed to Achieve Greater Results From Air Force Family Need Assessments			4
GAO-01-566	Military Readiness: Management Focus Needed on Airfields for Overseas Deployments		1	3
GAO-01-840	Military Readiness: Management of Naval Aviation Training Munitions Can Be Improved		5	1
GAO-01-853	Military Transformation: Navy Efforts Should Be More Integrated and Focused		2	
GAO-01-17	National Defense Stockpile: Improved Financial Plan Needed to Enhance Decision-making		1	
GAO-01-31	Naval Ship Donation: Selection Decision for U.S.S. New Jersey Was Objective, but Selection Process Can Be Strengthened		3	
GAO-01-493	Navy Acquisitions: Improved Littoral War-Fighting Capabilities Needed		1	
GAO-01-178R	Navy Aviation Spare Parts Billing Transaction Issues		2	
GAO-01-310	Tactical Aircraft: F-22 Development and Testing Delays Indicate Need for Limit on Low-Rate Production			2
GAO-01-163	Tactical Aircraft: Modernization Plans Will Not Reduce Average Age of Aircraft			1
GAO-01-1113R	U.S. Army's Procurements of Battle Effects Simulators			1
GAO-01-325	Wetlands Protection: Assessments Needed to Determine Effectiveness of In-Lieu-Fee Mitigation		1	
Fiscal year 2001 total		12	234	46

Source: GAO.

Table 4: Status of DOD Recommendations by Report, Fiscal Year 2002

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-02-623	Air Force Depot Maintenance: Management Improvements Needed for Backlog of Funded Contract Maintenance Work		6	1
GAO-02-445	Anthrax Vaccine: GAO's Survey of Guard and Reserve Pilots and Aircrew			1
GAO-02-98	Army Readiness: Readiness Improved for Selected Divisions, but Manning Imbalances Persist		1	
GAO-02-77	Aviation Safety: FAA and DOD Response to Similar Safety Concerns		1	
GAO-02-701	Best Practices: Capturing Design and Manufacturing Knowledge Early Improves Acquisition Outcomes		14	3
GAO-02-230	Best Practices: Taking a Strategic Approach Could Improve DOD's Acquisition of Services		2	
GAO-02-747	Canceled DOD Appropriations: Improvements Made but More Corrective Actions Are Needed		6	
GAO-02-38	Chemical and Biological Defense: DOD Needs to Clarify Expectations in Medical Readiness		4	2
GAO-02-890	Chemical Weapons: Lessons Learned Program Generally Effective but Could Be Improved and Expanded		5	
GAO-02-502	Contract Management: DOD Needs Better Guidance on Granting Waivers for Certified Cost or Pricing Data		3	
GAO-02-565	Defense Acquisitions: Navy Needs Plan to Address Rising Prices in Aviation Parts		2	
GAO-02-201	Defense Acquisitions: Steps to Improve the Crusader Program's Investment Decisions		1	2
GAO-02-692	Defense Acquisitions: Testing Needed to Prove SURTASS/LFA Effectiveness in Littoral Waters		1	
GAO-02-450	Defense Budget: Need to Strengthen Guidance and Oversight of Contingency Operation Costs		8	1
GAO-02-103	Defense Environmental Issues: Improved Guidance Needed for Reporting on Recovered Cleanup Costs		1	
GAO-02-73	Defense Health Care: Disability Programs Need Improvement and Face Challenges		2	3
GAO-02-829	Defense Health Care: Most Reservists Have Civilian Health Coverage but More Assistance Is Needed When TRICARE Is Used		2	
GAO-02-475	Defense Infrastructure: Greater Management Emphasis Needed to Increase the Services' Use of Expanded Leasing Authority		2	1
GAO-02-617	Defense Inventory: Air Force Needs to Improve Control of Shipments to Repair Contractors		5	5
GAO-02-75	Defense Inventory: Control Weaknesses Leave Restricted and Hazardous Excess Property Vulnerable to Improper Use, Loss, and Theft	1	9	
GAO-02-650	Defense Inventory: Improved Industrial Base Assessments for Army War Reserve Spares Could Save Money			4
GAO-02-105	Defense Logistics: Actions Needed to Overcome Capability Gaps in the Public Depot System		3	
GAO-02-582	Defense Logistics: Better Fuel Pricing Practices Will Improve Budget Accuracy		2	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-02-776	Defense Logistics: Improving Customer Feedback Program Could Enhance DLA's Delivery of Services		11	1
GAO-02-306	Defense Logistics: Opportunities to Improve the Army's and Navy's Decision-making Process for Weapons Systems Support		4	
GAO-02-106	Defense Logistics: Strategic Planning Weaknesses Leave Economy, Efficiency, and Effectiveness of Future Support Systems at Risk		4	
GAO-02-256	Defense Management: Industry Practices Can Help Military Exchanges Better Assure That Their Goods Are Not Made by Child or Forced Labor		6	
GAO-02-351	Defense Management: Proposed Lodging Policy May Lead to Improvements, but More Actions Are Required	2	1	1
GAO-02-542	Defense Plans: Plan to Better Use Air Force Squadrons Could Yield Benefits but Faces Significant Challenges			2
GAO-02-604	Delaware River Deepening Project: Comprehensive Reanalysis Needed		4	
GAO-02-95	Depot Maintenance: Management Attention Required to Further Improve Workload Allocation Data		5	
GAO-02-329	Desktop Outsourcing: Positive Results Reported, but Analyses Could Be Strengthened		6	
GAO-02-635	DOD Contract Management: Overpayments Continue and Management and Accounting Issues Remain		3	
GAO-02-423	Environmental Cleanup: Better Communication Needed for Dealing with Formerly Used Defense Sites in Guam		2	
GAO-02-658	Environmental Contamination: Corps Needs to Reassess Its Determinations That Many Former Defense Sites Do Not Need Cleanup		6	
GAO-02-117	Environmental Liabilities: Cleanup Costs From Certain DOD Operations Are Not Being Reported		4	
GAO-02-529R	Export Control: Army Guidance on Cooperative Research and Development Agreement Compliance with Export Control Laws and Regulations		2	
GAO-02-996	Export Controls: Processes for Determining Proper Control of Defense-Related Items Needs Improvement		1	1
GAO-02-749	Financial Management: Coordinated Approach Needed to Address the Government's Improper Payments Problems		1	
GAO-02-846	Force Structure: Review of B-1B Process Identifies Opportunity to Improve Future Analysis			1
GAO-02-541	Force Structure: Air Force Needs a Periodic Total Force Assessment		1	
GAO-02-1027	Foreign Assistance: Reporting of Defense Articles and Services Provided through Drawdowns Needs to Be Improved		1	
GAO-02-375	Foreign Languages: Human Capital Approach Needed to Correct Staffing and Proficiency Shortfalls		1	
GAO-02-50	Information Technology: Defense Information Systems Agency Can Improve Investment Planning and Management Controls		32	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-02-314	Information Technology: DLA Needs to Strengthen Its Investment Management Capability		12	
GAO-02-681	Information Technology: DOD Needs to Improve Process for Ensuring Interoperability of Telecommunications Switches		6	
GAO-02-345	Information Technology: Greater Use of Best Practices Can Reduce Risks in Acquiring Defense Health Care System		5	
GAO-02-9	Information Technology: Inconsistent Software Acquisition Processes at the Defense Logistics Agency Increase Project Risks		3	
GAO-02-39	Joint Strike Fighter Acquisition: Mature Critical Technologies Needed to Reduce Risks			2
GAO-02-86	Military Aircraft: Services Need Strategies to Reduce Cannibalizations	3		
GAO-02-433	Military Base Closures: Progress in Completing Actions from Prior Realignment and Closures	2	1	
GAO-02-624	Military Housing: Management Improvements Needed As the Pace of Privatization Quickens		6	
GAO-02-935	Military Personnel: Active Duty Benefits Reflect Changing Demographics, but Opportunities Exist to Improve		2	
GAO-02-738	Military Space Operations: Planning, Funding, and Acquisition Challenges Facing Efforts to Strengthen Space Control			6
GAO-02-614	Military Training: DOD Lacks a Comprehensive Plan to Manage Encroachment on Training Ranges		4	
GAO-02-525	Military Training: Limitations Exist Overseas but Are Not Reflected in Readiness Reporting		4	
GAO-02-856	Military Transformation: Actions Needed to Better Manage DOD's Joint Experimentation Program		4	
GAO-02-442	Military Transformation: Army Actions Needed to Enhance Formation of Future Interim Brigade Combat Teams		7	1
GAO-02-631	Missile Defense: Knowledge-Based Decision Making Needed to Reduce Risks in Developing Airborne Laser		1	
GAO-02-959	National Guard: Effective Management Processes Needed for Wide-Area Network		7	
GAO-02-803	Oregon Inlet Jetty Project: Environmental and Economic Concerns Need to Be Resolved		3	
GAO-02-732	Purchase Cards: Control Weaknesses Leave Army Vulnerable to Fraud, Waste, and Abuse		22	
GAO-02-32	Purchase Cards: Control Weaknesses Leave Two Navy Units Vulnerable to Fraud and Abuse	9	29	
GAO-02-1041	Purchase Cards: Navy is Vulnerable to Fraud and Abuse but Is Taking Action to Resolve Control Weaknesses	3	16	
GAO-02-608	Reserve Forces: DOD Actions Needed to Better Manage Relations between Reservists and Their Employers		7	
GAO-02-166R	Small Business Subcontracting Report Validation Can Be Improved	1		
GAO-02-402RNI	Space Surveillance Network: Appropriate Controls Needed Over Data Access		1	
GAO-02-298	Tactical Aircraft: F-22 Delays Indicate Initial Production Rates Should Be Lower to Reduce Risks			3

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-02-34	User Fees: DOD Fees for Providing Information Not Current and Consistent	3		
GAO-02-1017	VA and Defense Health Care: Increased Risk of Medication Errors for Shared Patients		2	2
Fiscal year 2002 total		24	317	43

Source: GAO.

Table 5: Status of DOD Recommendations by Report, Fiscal Year 2003

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-03-21	Army Logistics: Report on Manpower and Workload System Inadequate and System Interface Untested		4	
GAO-03-484R	Army Stryker Brigades: Assessment of External Logistics Support Should Be Documented for the Congressionally Mandated Review of the Army's Operational Evaluation Plan		2	
GAO-03-661	Best Practices: Improved Knowledge of DOD Service Contracts Could Reveal Significant Savings		7	
GAO-03-57	Best Practices: Setting Requirements Differently Could Reduce Weapon Systems' Total Ownership Costs		1	3
GAO-03-879R	Challenges and Risks Associated with the Joint Tactical Radio System Program		2	
GAO-03-889C	Chemical and Biological Defense: U.S. Ability to Meet Protective Suit Inventory Requirements Faces Risk		8	
GAO-03-1031	Chemical Weapons: Sustained Leadership, Along With Key Strategic Management Tools, Is Needed to Guide DOD's Destruction Program		5	
GAO-03-14	Combating Terrorism: Actions Needed to Guide Services' Antiterrorism Efforts at Installations		6	
GAO-03-15	Combating Terrorism: Actions Needed to Improve Force Protection for DOD Deployments through Domestic Seaports		2	
GAO-03-731NI	Combating Terrorism: Improvements Needed in European Command's Antiterrorism Approach for In-Transit Forces at Seaports		3	2
GAO-03-440	Contract Management: DLA Properly Implemented Best Value Contracting for Clothing and Textiles and Views and Supplier Base as Uncertain		1	
GAO-03-935	Contract Management: High-Level Attention Needed to Transform DOD Services Acquisition		4	
GAO-03-1068	Contract Management: No Reliable Data to Measure Benefits of the Simplified Acquisition Test Program		2	
GAO-03-382	Corps of Engineers: Effects of Restrictions on Corps' Hopper Dredges Should Be Comprehensively Analyzed		2	1
GAO-03-442	Defense Acquisition: Advanced SEAL Delivery System Program Needs Increased Oversight		10	
GAO-03-150	Defense Acquisitions: DOD Has Implemented Section 845 Recommendations but Reporting Can Be Enhanced		1	1

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-03-52	Defense Acquisitions: Factors Affecting Outcomes of Advanced Concept Technology Demonstrations		3	
GAO-03-1073	Defense Acquisitions: Improvements Needed in Space Systems Acquisition Management Policy		1	1
GAO-03-598	Defense Acquisitions: Matching Resources with Requirements Is Key to the Unmanned Combat Air Vehicle Program's Success			2
GAO-03-329	Defense Acquisitions: Steps Needed to Ensure Interoperability of Systems That Process Intelligence Data		3	1
GAO-03-275	Defense Budget: Improved Reviews Needed to Ensure Better Management of Obligated Funds		2	
GAO-03-160	Defense Commissaries: Additional Small Business Opportunities Should Be Explored		1	1
GAO-03-437	Defense Health Care: Army Needs to Assess the Health Status of All Early-Deploying Reservists		3	
GAO-03-928	Defense Health Care: Oversight of the TRICARE Civilian Provider Network Should Be Improved		2	2
GAO-03-1041	Defense Health Care: Quality Assurance Process Needed to Improve Force Health Protection and Surveillance		1	
GAO-03-643	Defense Infrastructure: Basing Uncertainties Necessitate Reevaluation of U.S. Construction Plans in South Korea		2	
GAO-03-516	Defense Infrastructure: Changes in Funding Priorities and Management Processes Needed to Improve Condition and Reduce Costs of Guard and Reserve Facilities		8	
GAO-03-274	Defense Infrastructure: Changes in Funding Priorities and Strategic Planning Needed to Improve the Condition of Military Facilities		5	
GAO-03-417	Defense Infrastructure: Personnel Reductions Have Not Hampered Most Commissaries' Store Operations and Customer Service		5	
GAO-03-706	Defense Inventory: Air Force Plans and Initiatives to Mitigate Spare Parts Shortages Need Better Implementation		4	1
GAO-03-18	Defense Inventory: Better Reporting on Spare Parts Spending Will Enhance Congressional Oversight		2	
GAO-03-708	Defense Inventory: Navy Logistics Strategy and Initiatives Need to Address Spare Parts Shortages		1	1
GAO-03-887	Defense Inventory: Opportunities Exist to Improve Spare Parts Support Aboard Deployed Navy Ships		4	
GAO-03-355	Defense Inventory: Overall Inventory and Requirements Are Increasing, but Some Reductions in Navy Requirements Are Possible		1	
GAO-03-709	Defense Inventory: Several Actions Are Needed to Further DLA's Efforts to Mitigate Shortages of Critical Parts		1	2
GAO-03-705	Defense Inventory: The Army Needs a Plan to Overcome Critical Spare Parts Shortages		1	1
GAO-03-707	Defense Inventory: The Department Needs a Focused Effort to Overcome Critical Spare Parts Shortages			2
GAO-03-214	Defense Management: Army Needs to Address Resource and Mission Requirements Affecting Its Training and Doctrine Command		2	2

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-03-818	Defense Management: DOD Faces Challenges Implementing Its Core Competency Approach and A-76 Competitions		1	1
GAO-03-17	Defense Management: Munitions Requirements and Combatant Commanders' Needs Require Linkage		1	
GAO-03-753	Defense Management: Opportunities to Reduce Corrosion Costs and Increase Readiness		10	
GAO-03-861	Defense Pilot Programs: DOD Needs to Improve Implementation Process for Pilot Programs			3
GAO-03-379	Defense Space Activities: Organizational Changes Initiated, but Further Management Actions Needed		2	3
GAO-03-694	Defense Trade: Better Information Needed to Support Decisions Affecting Proposed Weapons Transfers		4	2
GAO-03-367	Defense Transportation: Monitoring Costs and Benefits Needed While Implementing a New Program for Moving Household Goods	2	2	
GAO-03-16	Depot Maintenance: Change in Reporting Practices and Requirements Could Enhance Congressional Oversight		4	1
GAO-03-1023	Depot Maintenance: DOD's 50-50 Reporting Should Be Streamlined		6	
GAO-03-682	Depot Maintenance: Key Unresolved Issues Affect the Army Depot System's Viability		2	
GAO-03-423	Depot Maintenance: Public-Private Partnerships Have Increased, but Long-Term Growth and Results Are Uncertain		4	
GAO-03-465	DOD Business Systems Modernization: Continued Investment in Key Accounting Systems Needs to be Justified		2	
GAO-03-1018	DOD Business Systems Modernization: Important Progress Made to Develop Business Enterprise Architecture, but Much Work Remains	2	8	
GAO-03-458	DOD Business Systems Modernization: Improvements to Enterprise Architecture Development and Implementation Efforts Needed	1	5	
GAO-03-472	DOD Civilian Personnel: Improved Strategic Planning Needed to Help Ensure Viability of DOD's Civilian Industrial Workforce		18	
GAO-03-727	DOD Contract Payments: Management Action Needed to Reduce Billions in Adjustments to Contract Payment Records	1	3	
GAO-03-1046	DOD Personnel: Documentation of the Army's Civilian Workforce-Planning Model Needed to Enhance Credibility		1	
GAO-03-475	DOD Personnel: DOD Actions Needed to Strengthen Civilian Human Capital Strategic Planning and Integration with Military Personnel and Sourcing Decisions		2	2
GAO-03-783	Drug Control: Specific Performance Measures and Long-Term Costs for U.S. Programs in Colombia Have Not Been Developed			1
GAO-03-51	Electronic Warfare: Comprehensive Strategy Still Needed for Suppressing Enemy Air Defenses		1	1
GAO-03-639	Environmental Compliance: Better DOD Guidance Needed to Ensure That the Most Important Activities Are Funded		1	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-03-146	Environmental Contamination: DOD Has Taken Steps to Improve Cleanup Coordination at Former Defense Sites but Clearer Guidance Is Needed to Ensure Consistency		4	
GAO-03-457	Financial Management: DOD's Metrics Program Provides Focus for Improving Performance		3	
GAO-03-939R	Foreign Military Sales: Air Force Does Not Use Controls to Prevent Spare Parts Containing Sensitive Military Technology from Being Released to Foreign Countries		2	
GAO-03-664	Foreign Military Sales: Improved Air Force Controls Could Prevent Unauthorized Shipments of Classified and Controlled Spare Parts to Foreign Countries		5	
GAO-03-670	Homeland Defense: DOD Needs to Assess the Structure of U.S. Forces for Domestic Military Missions		1	
GAO-03-371	Information Technology: DOD Needs to Leverage Lessons Learned from Its Outsourcing Projects			2
GAO-03-33	Information Technology: Issues Affecting Cost Impact of Navy Marine Corps Intranet Need to Be Resolved		4	
GAO-03-775	Joint Strike Fighter Acquisition: Cooperative Program Needs Greater Oversight to Ensure Goals Are Met		3	1
GAO-03-723	Military Base Closures: Better Planning Needed for Future Reserve Enclaves		2	
GAO-03-1017	Military Education: DOD Needs to Align Academy Preparatory Schools' Mission Statements with Overall Guidance and Establish Performance Goals		3	
GAO-03-1000	Military Education: DOD Needs to Enhance Performance Goals and Measures to Improve Oversight of Military Academies		1	
GAO-03-602	Military Housing: Opportunities That Should Be Explored to Improve Housing and Reduce Costs for Unmarried Junior Servicemembers		5	
GAO-03-257R	Military Housing: Opportunity for Reducing Planned Military Construction Costs for Barracks		2	
GAO-03-695	Military Operations: Contractors Provide Vital Services to Deployed Forces but Are Not Adequately Addressed in DOD Plans		3	3
GAO-03-1088	Military Operations: Fiscal Year 2003 Obligations Are Substantial, but May Result in Less Obligations Than Expected		3	
GAO-03-921	Military Personnel: DOD Actions Needed to Improve the Efficiency of Mobilizations for Reserve Forces	1	13	
GAO-03-1004	Military Personnel: DOD Needs More Data to Address Financial and Health Care Issues Affecting Reservists		8	
GAO-03-554	Military Personnel: DOD Needs to Assess Certain Factors in Determining Whether Hazardous Duty Pay Is Warranted for Duty in the Polar Regions		1	
GAO-03-238	Military Personnel: Joint Officer Development Has Improved, but a Strategic Approach Is Needed		4	
GAO-03-149	Military Personnel: Management and Oversight of Selective Reenlistment Bonus Program Needs Improvement		2	2

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-03-520	Military Personnel: Navy Actions Needed to Optimize Ship Crew Size and Reduce Total Ownership Costs		5	
GAO-03-237	Military Personnel: Oversight Process Needed to Help Maintain Momentum of DOD's Strategic Human Capital Planning		1	
GAO-03-278	Military Readiness: Civil Reserve Air Fleet Can Respond as Planned, but Incentives May Need Revamping			2
GAO-03-300	Military Readiness: DOD Needs a Clear and Defined Process for Setting Aircraft Availability Goals in the New Security Environment		4	1
GAO-03-451	Military Readiness: DOD Needs to Better Manage Automatic Test Equipment Modernization		6	
GAO-03-505	Military Readiness: Linger Training and Equipment Issues Hamper Air Support of Ground Forces		2	2
GAO-03-456	Military Readiness: New Reporting System Is Intended to Address Long-Standing Problems, but Better Planning Is Needed			3
GAO-03-1005	Military Recruiting: DOD Needs to Establish Objectives and Measures to Better Evaluate Advertising's Effectiveness		1	
GAO-03-976	Military Training: Implementation Strategy Needed to Increase Interagency Management for Endangered Species Affecting Training Ranges		3	
GAO-03-1026	Military Training: Strategic Planning and Distributive Learning Could Benefit the Special Operations Forces Foreign Language Program		2	2
GAO-03-801	Military Transformation: Realistic Deployment Timelines Needed for Army Stryker Brigades			2
GAO-03-402R	Military Treatment Facilities: Eligibility Follow-up at Wilford Hall Air Force Medical Center		2	
GAO-03-168	Military Treatment Facilities: Internal Control Activities Need Improvement	2	8	
GAO-03-600	Missile Defense: Additional Knowledge Needed in Developing System for Intercepting Long-Range Missiles		1	2
GAO-03-597	Missile Defense: Alternate Approaches to Space Tracking and Surveillance System Need to Be Considered		1	3
GAO-03-441	Missile Defense: Knowledge-Based Practices Are Being Adopted, but Risks Remain		1	1
GAO-03-668	Navy Working Capital Fund: Backlog of Funded Work at the Space and Naval Warfare Systems Command Was Consistently Understated		13	1
GAO-03-292	Purchase Cards: Control Weaknesses Leave the Air Force Vulnerable to Fraud, Waste, and Abuse	2	36	
GAO-03-13	Quadrennial Defense Review: Future Reviews Can Benefit from Better Analysis and Changes in Timing and Scope			3
GAO-03-617R	Spectrum Management in Defense Acquisitions		4	5
GAO-03-280	Tactical Aircraft: DOD Needs to Better Inform Congress about Implications of Continuing F/A-22 Cost Growth		1	3
GAO-03-431	Tactical Aircraft: DOD Should Reconsider Decision to Increase F/A-22 Production Rates While Development Risks Continue			2

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-03-298	Travel Cards: Air Force Management Focus Has Reduced Delinquencies, but Improvements in Controls Are Needed	1	15	
GAO-03-169	Travel Cards: Control Weaknesses Leave Army Vulnerable to Potential Fraud and Abuse	2	24	
GAO-03-147	Travel Cards: Control Weaknesses Leave Navy Vulnerable to Fraud and Abuse	1	24	
GAO-03-482	Weapons of Mass Destruction: Additional Russian Cooperation Needed to Facilitate U.S. Efforts to Improve Security at Russian Sites		3	1
Fiscal year 2003 total		15	415	78

Source: GAO.

Table 6: Status of DOD Recommendations by Report, Fiscal Year 2004

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-04-498	Air Force Depot Maintenance: Improved Pricing and Cost Reduction Practices Needed		6	
GAO-04-410	Chemical and Biological Defense: DOD Needs to Continue to Collect and Provide Information on Tests and on Potentially Exposed Personnel		3	
GAO-04-855	Combating Terrorism: DOD Efforts to Improve Installation Preparedness Can Be Enhanced with Clarified Responsibilities and Comprehensive Planning			5
GAO-04-851NI	Combating Terrorism: Improvements Needed in Pacific Command's Antiterrorism Approach for In-Transit Forces at Seaports		4	
GAO-04-80NI	Combating Terrorism: Improvements Needed in Southern Command's Antiterrorism Approach for In-Transit Forces at Seaports		4	
GAO-04-687	Computer-Based Patient Records: VA and DOD Efforts to Exchange Health Data Could Benefit from Improved Planning and Project Management		4	
GAO-04-430	Contract Management: Agencies Can Achieve Significant Savings on Purchase Card Buys		2	1
GAO-04-381	Contract Management: DOD Needs Measures for Small Business Subcontracting Program and Better Data on Foreign Subcontracts		1	1
GAO-04-874	Contract Management: Guidance Needed to Promote Competition for Defense Task Orders		3	
GAO-04-30	Corps Of Engineers: Improved Analysis of Costs and Benefits Needed for Sacramento Flood Protection Project			6
GAO-04-48	Defense Acquisitions: Despite Restructuring, SBIRS High Program Remains at Risk of Cost and Schedule Overruns		6	
GAO-04-302	Defense Acquisitions: DOD Needs to Better Support Program Managers' Implementation of Anti-Tamper Protection	1	3	1

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-04-53	Defense Acquisitions: DOD's Revised Policy Emphasizes Best Practices, but More Controls Are Needed		13	
GAO-04-678	Defense Acquisitions: Knowledge of Software Suppliers Needed to Manage Risks	3		
GAO-04-759	Defense Acquisitions: Space-Based Radar Effort Needs Additional Knowledge before Starting Development		2	2
GAO-04-393	Defense Acquisitions: Stronger Management Practices Are Needed to Improve DOD's Software-Intensive Weapon Acquisitions		4	
GAO-04-69	Defense Health Care: TRICARE Claims Processing Has Improved but Inefficiencies Remain			1
GAO-04-609NI	Defense Infrastructure: Factors Affecting U.S. Infrastructure Costs Overseas and the Development of Comprehensive Master Plans		2	
GAO-04-555	Defense Infrastructure: Issues Related to the Renovation of General and Flag Officer Quarters		3	
GAO-04-288	Defense Infrastructure: Long-term Challenges in Managing the Military Construction Program		3	
GAO-04-689	Defense Inventory: Analysis of Consumption of Inventory Exceeding Current Operating Requirements Since September 30, 2001		3	
GAO-04-779	Defense Inventory: Navy Needs to Improve the Management Over Government-Furnished Material Shipped to Its Repair Contractors		3	
GAO-04-427R	Defense Management: Continuing Questionable Reliance on Commercial Contracts to Demilitarize Excess Ammunition When Unused, Environmentally Friendly Capacity Exists at Government Facilities		3	
GAO-04-56	Defense Management: DOD Needs to Strengthen Internal Controls over Funds Used to Support USO Activities		5	
GAO-04-296	Defense Management: Issues in Contracting for Lodging and Temporary Office Space at MacDill Air Force Base		1	
GAO-04-640	Defense Management: Opportunities Exist to Improve Implementation of DOD's Long-Term Corrosion Strategy		7	
GAO-04-715	Defense Management: Opportunities to Enhance the Implementation of Performance-Based Logistics		2	
GAO-04-919	Defense Management: Tools for Measuring and Managing Defense Agency Performance Could Be Strengthened		5	
GAO-04-697	Defense Space Activities: Additional Actions Needed to Implement Human Capital Strategy and Develop Space Personnel		5	
GAO-04-220	Depot Maintenance: Army Needs Plan to Implement Depot Maintenance Report's Recommendations		1	
GAO-04-871	Depot Maintenance: DOD Needs Plan to Ensure Compliance with Public- and Private-Sector Funding Allocation		4	
GAO-04-615	DOD Business Systems Modernization: Billions Continue to Be Invested with Inadequate Management Oversight and Accountability	1	3	
GAO-04-753	DOD Civilian Personnel: Comprehensive Strategic Workforce Plans Needed	2	1	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-04-15NI	DOD Excess Property: Risk Assessment Needed on Public Sales of Equipment That Could Be Used to Make Biological Agents		6	1
GAO-04-601	DOD Operational Ranges: More Reliable Cleanup Cost Estimates and a Proactive Approach to Identifying Contamination Are Needed	1		1
GAO-04-632	DOD Personnel Clearances: Additional Steps Can Be Taken to Reduce Backlogs and Delays in Determining Security Clearance Eligibility for Industry Personnel		2	2
GAO-04-344	DOD Personnel Clearances: DOD Needs to Overcome Impediments to Eliminating Backlog and Determining Its Size		4	
GAO-04-398	DOD Travel Cards: Control Weaknesses Led to Millions of Dollars Wasted on Unused Airline Tickets		47	
GAO-04-576	DOD Travel Cards: Control Weaknesses Resulted in Millions of Dollars of Improper Payments	2	9	
GAO-04-93	Endangered Species: Federal Agencies Have Worked to Improve the Consultation Process, but More Management Attention Is Needed		2	1
GAO-04-664	Federal Acquisition: Increased Attention to Vehicle Fleets Could Result in Savings		3	
GAO-04-910R	Financial Management: Further Actions Are Needed to Establish Framework to Guide Audit Opinion and Business Management Improvement Efforts at DOD		4	
GAO-04-95	Financial Management: Some DOD Contractors Abuse the Federal Tax System with Little Consequence		4	
GAO-04-900	Force Structure: Department of the Navy's Tactical Aviation Integration Plan Is Reasonable, but Some Factors Could Affect Implementation		2	1
GAO-04-342	Force Structure: Improved Strategic Planning Can Enhance DOD's Unmanned Aerial Vehicles Efforts			2
GAO-04-327	Foreign Military Sales: Improved Army Controls Could Prevent Unauthorized Shipments of Classified Spare Parts and Items Containing Military Technology to Foreign Countries		2	2
GAO-04-507	Foreign Military Sales: Improved Navy Controls Could Prevent Unauthorized Shipments of Classified and Controlled Spare Parts to Foreign Countries		7	1
GAO-04-514	Future Years Defense Program: Actions Needed to Improve Transparency of DOD's Projected Resource Needs		4	
GAO-04-159	Gulf War Illnesses: DOD's Conclusions about U.S. Troops' Exposure Cannot Be Adequately Supported		1	1
GAO-04-332	Industrial Security: DOD Cannot Provide Adequate Assurances That Its Oversight Ensures the Protection of Classified Information	8		
GAO-04-49	Information Technology Management: Governmentwide Strategic Planning, Performance Measurement, and Investment Management Can Be Further Improved		22	
GAO-04-722	Information Technology: DOD's Acquisition Policies and Guidance Need to Incorporate Additional Best Practices and Controls		11	2

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-04-115	Information Technology: Improvements Needed in the Reliability of Defense Budget Submissions		5	3
GAO-04-349	Military Aircraft: DOD Needs to Determine Its Aerial Refueling Aircraft Requirements		1	1
GAO-04-760	Military Base Closures: Assessment of DOD's 2004 Report on the Need for a Base Realignment and Closure Round		1	
GAO-04-873	Military Education: DOD Needs to Develop Performance Goals and Metrics for Advanced Distributed Learning in Professional Military Education		1	1
GAO-04-111	Military Housing: Better Reporting Needed on the Status of the Privatization Program and the Costs of Its Consultants		3	
GAO-04-556	Military Housing: Further Improvement Needed in Requirements Determinations and Program Review		3	1
GAO-04-583	Military Housing: Opportunities Exist to Better Explain Family Housing O&M Budget Requests and Increase Visibility Over Reprogramming of Funds		3	
GAO-04-147	Military Munitions: DOD Needs to Develop a Comprehensive Approach for Cleaning Up Contaminated Sites		4	
GAO-04-452	Military Operations: DOD Needs to Provide Central Direction for Supporting Coalition Liaison Officers	1	1	
GAO-04-854	Military Operations: DOD's Extensive Use of Logistics Support Contracts Requires Strengthened Oversight		1	3
GAO-04-915	Military Operations: Fiscal Year 2004 Costs for the Global War on Terrorism Will Exceed Supplemental, Requiring DOD to Shift Funds from Other Uses		3	
GAO-04-547	Military Operations: Recent Campaigns Benefited from Improved Communications and Technology, but Barriers to Continued Progress Remain		4	
GAO-04-89	Military Pay: Army National Guard Personnel Mobilized to Active Duty Experienced Significant Pay Problems	1	22	1
GAO-04-911	Military Pay: Army Reserve Soldiers Mobilized to Active Duty Experienced Significant Pay Problems	1	14	
GAO-04-149R	Military Personnel: DFAS Has Not Met All Information Technology Requirements for Its New Pay System		4	
GAO-04-1003	Military Personnel: DOD Could Make Greater Use of Existing Legislative Authority to Manage General and Flag Officer Careers			1
GAO-04-805	Military Personnel: DOD Has Not Implemented the High Deployment Allowance That Could Compensate Servicemembers Deployed Frequently for Short Periods			3
GAO-04-1005	Military Personnel: DOD Needs More Data Before It Can Determine if Costly Changes to the Reserve Retirement System Are Warranted	2	2	
GAO-04-86	Military Personnel: DOD Needs More Effective Controls to Better Assess the Progress of the Selective Reenlistment Bonus Program		1	1
GAO-04-1031	Military Personnel: DOD Needs to Address Long-term Reserve Force Availability and Related Mobilization and Demobilization Issues		8	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-04-488	Military Personnel: General and Flag Officer Requirements Are Unclear Based on DOD's 2003 Report to Congress		3	1
GAO-04-112	Military Readiness: DOD Needs to Reassess Program Strategy, Funding Priorities, and Risks for Selected Equipment			2
GAO-04-608	Military Training: DOD Report on Training Ranges Does Not Fully Address Congressional Reporting Requirements		4	
GAO-04-925	Military Transformation: Fielding of Army's Stryker Vehicles Is Well Under Way, but Expectations for Their Transportability by C-130 Aircraft Need to Be Clarified		2	
GAO-04-188	Military Transformation: The Army and OSD Met Legislative Requirements for First Stryker Brigade Design Evaluation, but Issues Remain for Future Brigades		2	
GAO-04-322R	Military Treatment Facilities: Improvements Needed to Increase DOD Third-Party Collections		2	
GAO-04-409	Missile Defense: Actions Are Needed to Enhance Testing and Accountability	1	5	
GAO-04-254	Missile Defense: Actions Being Taken to Address Testing Recommendations, but Updated Assessment Needed			1
GAO-04-519	Nonproliferation: Further Improvements Needed in U.S. Efforts to Counter Threats from Man-Portable Air Defense Systems		2	1
GAO-04-175	Nonproliferation: Improvements Needed to Better Control Technology Exports for Cruise Missiles and Unmanned Aerial Vehicles		1	1
GAO-04-484	Operation Iraqi Freedom: Long-standing Problems Hampering Mail Delivery Need to Be Resolved		4	
GAO-04-156	Purchase Cards: Steps Taken to Improve DOD Program Management, but Actions Needed to Address Misuse		3	
GAO-04-605	Rebuilding Iraq: Fiscal Year 2003 Contract Award Procedures and Management Challenges		3	2
GAO-04-924	Russian Nuclear Submarines: U.S. Participation in the Arctic Military Environmental Cooperation Program Needs Better Justification		4	
GAO-04-206	Satellite Communications: Strategic Approach Needed for DOD's Procurement of Commercial Satellite Bandwidth		7	
GAO-04-71R	Space Acquisitions: Committing Prematurely to the Transformational Satellite Program Elevates Risks for Poor Cost, Schedule, and Performance Outcomes		5	
GAO-04-391	Tactical Aircraft: Changing Conditions Drive Need for New F/A-22 Business Case		1	1
GAO-04-88	Travel Cards: Internal Control Weaknesses at DOD Led to Improper Use of First and Business Class Travel	3	15	
GAO-04-643R	Uncertainties Remain Concerning the Airborne Laser's Cost and Military Utility		1	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-04-671	Vendor Payments: Inadequate Management Oversight Hampers the Navy's Ability to Effectively Manage Its Telecommunication Program	5	6	
GAO-04-297	Waters and Wetlands: Corps of Engineers Needs to Evaluate Its District Office Practices in Determining Jurisdiction		3	
GAO-04-330	Weapons of Mass Destruction: Defense Threat Reduction Agency Addresses Broad Range of Threats, but Performance Reporting Can Be Improved		1	
Fiscal year 2004 total		32	391	55

Source: GAO.

Table 7: Status of DOD Recommendations by Report, Fiscal Year 2005

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-05-575	Afghanistan Security: Efforts to Establish Army and Police Have Made Progress, but Future Plans Need to Be Better Defined	2		
GAO-05-615	Armed Forces Institute of Pathology: Business Plan's Implementation Is Unlikely to Achieve Expected Financial Benefits and Could Reduce Civilian Role			1
GAO-05-946	Army Corps of Engineers: Improved Planning and Financial Management Should Replace Reliance on Reprogramming Actions to Manage Project Funds		5	
GAO-05-441	Army Depot Maintenance: Ineffective Oversight of Depot Maintenance Operations and System Implementation Efforts	2	7	
GAO-05-79	Army National Guard: Inefficient, Error-Prone Process Results in Travel Reimbursement Problems for Mobilized Soldiers	6	17	
GAO-05-55	Capital Financing: Partnerships and Energy Savings Performance Contracts Raise Budgeting and Monitoring Concerns			1
GAO-05-8	Chemical And Biological Defense: Army and Marine Corps Need to Establish Minimum Training Tasks and Improve Reporting for Combat Training Centers	4		
GAO-05-274	Contract Management: Opportunities to Improve Surveillance on Department of Defense Service Contracts		5	
GAO-05-169	Contract Management: The Air Force Should Improve How It Purchases AWACS Spare Parts		3	
GAO-05-329	Cooperative Threat Reduction: DOD Has Improved Its Management and Internal Controls, but Challenges Remain	1		
GAO-05-817	Defense Acquisitions: Actions Needed to Ensure Adequate Funding for Operation and Sustainment of the Ballistic Missile Defense System		2	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-05-273	Defense Acquisitions: Changes in E-10A Acquisition Strategy Needed before Development Starts		2	
GAO-05-183	Defense Acquisitions: Improved Management Practices Could Help Minimize Cost Growth in Navy Shipbuilding Programs	1	6	
GAO-05-182	Defense Acquisitions: Information for Congress on Performance of Major Programs Can Be More Complete, Timely, and Accessible		4	
GAO-05-255	Defense Acquisitions: Plans Need to Allow Enough Time to Demonstrate Capability of First Littoral Combat Ships		3	
GAO-05-669	Defense Acquisitions: Resolving Development Risks in the Army's Networked Communications Capabilities Is Key to Fielding Future Force		4	
GAO-05-243	Defense Acquisitions: Status of Ballistic Missile Defense Program in 2004		1	
GAO-05-687	Defense Ammunition: DOD Meeting Small and Medium Caliber Ammunition Needs, but Additional Actions Are Necessary	1	1	
GAO-05-341	Defense Ethics Program: Opportunities Exist to Strengthen Safeguards for Procurement Integrity		3	
GAO-05-773	Defense Health Care: Implementation Issues for New TRICARE Contracts and Regional Structure			3
GAO-05-632	Defense Health Care: Improvements Needed in Occupational and Environmental Health Surveillance During Deployments to Address Immediate and Long-Term Health Issues		1	2
GAO-05-556	Defense Infrastructure: Issues Need to Be Addressed in Managing and Funding Base Operations and Facilities Support		1	
GAO-05-433	Defense Infrastructure: Management Issue Requiring Attention in Utility Privatization		7	1
GAO-05-15	Defense Inventory: Improvements Needed in DOD's Implementation of Its Long-Term Strategy for Total Asset Visibility of Its Inventory	2	2	
GAO-05-275	Defense Logistics: Actions Needed to Improve the Availability of Critical Items during Current and Future Operations	2	6	1
GAO-05-427	Defense Logistics: Better Management and Oversight of Prepositioning Programs Needed to Reduce Risk and Improve Future Programs	2	3	
GAO-05-345	Defense Logistics: Better Strategic Planning Can Help Ensure DOD's Successful Implementation of Passive Radio Frequency Identification	3		
GAO-05-775	Defense Logistics: DOD Has Begun to Improve Supply Distribution Operations, but Further Actions Are Needed to Sustain These Efforts	2	2	
GAO-05-328	Defense Logistics: High-Level DOD Coordination Is Needed to Further Improve the Management of the Army's LOGCAP Contract		2	
GAO-05-756R	Defense Management: Assessment Should Be Done to Clarify Defense Prisoner of War/Missing Personnel Office Personnel and Funding Needs			3

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-05-966	Defense Management: DOD Needs to Demonstrate That Performance-Based Logistics Contracts Are Achieving Expected Benefits	2		
GAO-05-765R	Defense Management: Munitions Requirements and Combatant Commander's Needs Still Require Linkage	2		
GAO-05-293	Defense Management: Processes to Estimate and Track Equipment Reconstitution Costs Can Be Improved	6		
GAO-05-957	Defense Procurement: Air Force Did Not Fully Evaluate Options in Waiving Berry Amendment for Selected Aircraft	2		
GAO-05-833	Defense Space Activities: Management and Guidance Performance Measures Needed to Develop Personnel	2		
GAO-05-480	Defense Technology Development: Management Process Can Be Strengthened for New Technology Transition Programs	3	2	
GAO-05-70	Defense Transformation: Clear Leadership, Accountability, and Management Tools Are Needed to Enhance DOD's Efforts to Transform Military Capabilities			3
GAO-05-819	Defense Transportation: Air Mobility Command Needs to Collect and Analyze Better Data to Assess Aircraft Utilization			2
GAO-05-659R	Defense Transportation: Opportunities Exist to Enhance the Credibility of the Current and Future Mobility Capabilities Studies			3
GAO-05-381	DOD Business Systems Modernization: Billions Being Invested without Adequate Oversight	1	3	
GAO-05-702	DOD Business Systems Modernization: Long-Standing Weaknesses in Enterprise Architecture Development Need to Be Addressed	1	2	
GAO-05-858	DOD Business Systems Modernization: Navy ERP Adherence to Best Business Practices Critical to Avoid Past Failures	3		
GAO-05-277	DOD Excess Property: Management Control Breakdowns Result in Substantial Waste and Inefficiency	3	10	
GAO-05-521	DOD Problem Disbursements: Long-standing Accounting Weaknesses Result in Inaccurate Records and Substantial Write-offs	3		
GAO-05-469	DOD Schools: Limitations in DOD-Sponsored Study on Transfer Alternatives Underscore Need for Additional Assessment	1		
GAO-05-189	DOD Systems Modernization: Management of Integrated Military Human Capital Program Needs Additional Improvements	4	2	
GAO-05-340	Energy Savings: Performance Contracts Offer Benefits, but Vigilance Is Needed to Protect Government Interests	5		
GAO-05-587R	Financial Audit: The Department of Defense's Fiscal Year 2004 Management Representation Letter on Its Financial Statements	3	1	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-05-926	Force Structure: Actions Needed to Improve Estimates and Oversight of Costs for Transforming Army to a Modular Force	6		
GAO-05-10	Force Structure: Navy Needs to Fully Evaluate Options and Provide Standard Guidance for Implementing Surface Ship Rotational Crewing	2	2	
GAO-05-17	Foreign Military Sales: DOD Needs to Take Additional Actions to Prevent Unauthorized Shipments of Spare Parts		3	
GAO-05-882	Global War on Terrorism: DOD Needs to Improve the Reliability of Cost Data and Provide Additional Guidance to Control Costs	1	3	2
GAO-05-767	Global War on Terrorism: DOD Should Consider All Funds Requested for the War When Determining Needs and Covering Expenses			2
GAO-05-928T	Homeland Security: Agency Resources Address Violations of Restricted Airspace, but Management Improvements Are Needed		6	
GAO-05-730	Human Capital: DOD's National Security Personnel System Faces Implementation Challenges	3		
GAO-05-681	Industrial Security: DOD Cannot Ensure Its Oversight of Contractors under Foreign Influence Is Sufficient	6	2	
GAO-05-456	Interagency Contracting: Franchise Funds Provide Convenience, but Value to DOD is Not Demonstrated		2	1
GAO-05-201	Interagency Contracting: Problems with DOD's and Interior's Orders to Support Military Operations		1	
GAO-05-471	Internet Protocol Version 6: Federal Agencies Need to Plan for Transition and Manage Security Risks		1	1
GAO-05-544	Military and Veterans' Benefits: Enhanced Services Could Improve Transition Assistance for Reserves and National Guard	1		
GAO-05-785	Military Bases: Analysis of DOD's 2005 Selection Process and Recommendations for Base Closures and Realignments	1		
GAO-05-125	Military Pay: Gaps in Pay and Benefits Create Financial Hardships for Injured Army National Guard and Reserve Soldiers	7	15	
GAO-05-696	Military Personnel: DOD Needs Better Controls over Supplemental Life Insurance Solicitation Policies Involving Servicemembers		3	2
GAO-05-200	Military Personnel: DOD Needs to Conduct a Data-Driven Analysis of Active Military Personnel Levels Required to Implement the Defense Strategy		2	
GAO-05-798	Military Personnel: DOD Needs to Improve the Transparency and Reassess the Reasonableness, Appropriateness, Affordability, and Sustainability of Its Military Compensation System	3		
GAO-05-87R	Military Personnel: DOD Needs to Strengthen the Annual Review and Certification of Military Personnel Obligations	2		
GAO-05-349	Military Personnel: DOD's Tools for Curbing the Use and Effects of Predatory Lending Not Fully Utilized	2		
GAO-05-348	Military Personnel: More DOD Actions Needed to Address Servicemembers' Personal Financial Management Issues	4		

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-05-952	Military Personnel: Reporting Additional Servicemember Demographics Could Enhance Congressional Oversight	4		
GAO-05-548	Military Training: Actions Needed to Enhance DOD's Program to Transform Joint Training		3	
GAO-05-534	Military Training: Better Planning and Funding Priority Needed to Improve Conditions of Military Training Ranges	8		
GAO-05-540	Military Transformation: Actions Needed by DOD to More Clearly Identify New Triad Spending and Develop a Long-term Investment Approach	4		
GAO-05-680R	Opportunities Exist to Improve Future Comprehensive Master Plans for Changing U.S. Defense Infrastructure Overseas		7	
GAO-05-672	Radiological Sources in Iraq: DOD Should Evaluate Its Source Recovery Effort and Apply Lessons Learned to Future Recovery Missions	8		
GAO-05-737	Rebuilding Iraq: Actions Needed To Improve Use of Private Security Providers	3	1	
GAO-05-21	Reserve Forces: Actions Needed to Better Prepare the National Guard for Future Overseas and Domestic Missions	8		
GAO-05-660	Reserve Forces: An Integrated Plan Is Needed to Address Army Reserve Personnel and Equipment Shortages	5	3	
GAO-05-304	Tactical Aircraft: Air Force Still Needs Business Case to Support F/A-22 Quantities and Increased Capabilities	5		
GAO-05-271	Tactical Aircraft: Opportunity to Reduce Risks in the Joint Strike Fighter Program with Different Acquisition Strategy			2
GAO-05-155	Technology Development: New DOD Space Science and Technology Strategy Provides Basis for Optimizing Investments, but Future Versions Need to Be More Robust		4	
GAO-05-953	U.S. Postal Service: Factors Affecting Fund-Raising Stamp Sales Suggest Lessons Learned		1	
GAO-05-6	Unmanned Aerial Vehicles: Changes in Global Hawk's Acquisition Strategy Are Needed to Reduce Program Risks		2	
GAO-05-64	VA and DOD Health Care: Efforts to Coordinate a Single Physical Exam Process for Servicemembers Leaving the Military		1	
GAO-05-167	Vocational Rehabilitation: More VA and DOD Collaboration Needed to Expedite Services for Seriously Injured Servicemembers		1	
GAO-05-870	Waters and Wetlands: Corps of Engineers Needs to Better Support Its Decisions for Not Asserting Jurisdiction	2		
GAO-05-157	Weapons of Mass Destruction: Nonproliferation Programs Need Better Integration	1		
GAO-05-898	Wetlands Protection: Corps of Engineers Does Not Have an Effective Oversight Approach to Ensure That Compensatory Mitigation Is Occurring	3		
Fiscal year 2005 total		158	170	30

Source: GAO.

Table 8: Status of DOD Recommendations by Report, Fiscal Year 2006

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-06-966	Army Corps of Engineers: Improved Monitoring and Clear Guidance Would Contribute to More Effective Use of Continuing Contracts	1	2	
GAO-06-110	Best Practices: Better Support of Weapon System Program Managers Needed to Improve Outcomes	10	4	
GAO-06-883	Best Practices: Stronger Practices Needed to Improve DOD Technology Transition Processes	5	1	1
GAO-06-658	Business Systems Modernization: DOD Continues to Improve Institutional Approach, but Further Steps Needed	1		
GAO-06-592	Chemical and Biological Defense: DOD Needs Consistent Policies and Clear Processes to Address the Survivability of Weapon Systems Against Chemical and Biological Threats	6		
GAO-06-72	Competitive Sourcing: Health Benefits Cost Comparison Had Minimal Impact, but DOD Needs Uniform Implementation Process		1	
GAO-06-399	Contract Management: Increased Use of Alaska Native Corporations' Special 8(a) Provisions Calls for Tailored Oversight		1	
GAO-06-830	Contract Management: Service Contract Approach to Aircraft Simulator Training Has Room for Improvement	3	7	
GAO-06-284	Contract Security Guards: Army's Guard Program Requires Greater Oversight and Reassessment of Acquisition Approach		7	
GAO-06-692	Cooperative Threat Reduction: DOD Needs More Reliable Data to Better Estimate the Cost and Schedule of the Shchuch'ye Facility	3		
GAO-06-593	Defense Acquisitions: Better Acquisition Strategy Needed for Successful Development of the Army's Warrior Unmanned Aircraft System		1	2
GAO-06-66	Defense Acquisitions: DOD Has Paid Billions in Award and Incentive Fees Regardless of Acquisition Outcomes	1	5	1
GAO-06-211	Defense Acquisitions: DOD Management Approach and Processes Not Well-Suited to Support Development of Global Information Grid	2		
GAO-06-987R	Defense Acquisitions: DOD Needs to Establish an Implementing Directive to Publish Information and Take Actions to Improve DOD Information on Critical Acquisition Positions	1	1	
GAO-06-666	Defense Acquisitions: Further Management and Oversight Changes Needed for Efforts to Modernize Cheyenne Mountain Attack Warning Systems		8	
GAO-06-367	Defense Acquisitions: Improved Business Case Is Needed for Future Combat System's Successful Outcome		1	5
GAO-06-368	Defense Acquisitions: Major Weapon Systems Continue to Experience Cost and Schedule Problems under DOD's Revised Policy	2	2	
GAO-06-327	Defense Acquisitions: Missile Defense Agency Fields Initial Capability but Falls Short of Original Goals	2	1	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-06-955	Defense Acquisitions: Restructured JTRS Program Reduces Risk, but Significant Challenges Remain	1	1	
GAO-06-349	Defense Acquisitions: The Expeditionary Fighting Vehicle Encountered Difficulties in Design Demonstration and Faces Future Risks		4	
GAO-06-914	Defense Infrastructure: Actions Taken to Improve the Management of Utility Privatization, but Some Concerns Remain	3	3	1
GAO-06-512	Defense Inventory: Actions Needed to Improve Inventory Retention Management	7		
GAO-06-209	Defense Inventory: Army Needs to Strengthen Internal Controls for Items Shipped to Repair Contractors	6		
GAO-06-928R	Defense Logistics: Changes to Stryker Vehicle Maintenance Support Should Identify Strategies for Addressing Implementation Challenges	1		
GAO-06-274	Defense Logistics: Lack of a Synchronized Approach between the Marine Corps and Army Affected the Timely Production and Installation of Marine Corps Truck Armor	1		1
GAO-06-366R	Defense Logistics: More Efficient Use of Active RFID Tags Could Potentially Avoid Millions in Unnecessary Purchases	2		
GAO-06-160	Defense Logistics: Several Factors Limited the Production and Installation of Army Truck Armor during Current Wartime Operations			1
GAO-06-140	Defense Management: Actions Are Needed to Improve the Management and Oversight of the National Guard Youth Challenge Program	1	3	
GAO-06-473	Defense Management: Actions Needed to Improve Operational Planning and Visibility of Costs for Ballistic Missile Defense	2		
GAO-06-13	Defense Management: Additional Actions Needed to Enhance DOD's Risk-Based Approach for Making Resource Decisions	4		
GAO-06-709	Defense Management: Additional Measures to Reduce Corrosion of Prepositioned Military Assets Could Achieve Cost Savings	4		
GAO-06-739R	Defense Management: Attention Is Needed to Improve Oversight of DLA Prime Vendor Program	1		
GAO-06-852	Defense Management: Comprehensive Strategy and Annual Reporting Are Needed to Measure Progress and Costs of DOD's Global Posture Restructuring	5		
GAO-06-232	Defense Management: Fully Developed Management Framework Needed to Guide Air Force Future Total Force Efforts		3	
GAO-06-908	Defense Space Activities: Management Actions Are Needed to Better Identify, Track, and Train Air Force Space Personnel	4		
GAO-06-793	Defense Technologies: DOD's Critical Technologies Lists Rarely Inform Export Control and Other Policy Decisions	7		
GAO-06-938	Defense Transportation: Study Limitations Raise Questions about the Adequacy and Completeness of the Mobility Capabilities Study and Report	3		
GAO-06-980	Defense Travel System: Reported Savings Questionable and Implementation Challenges Remain	4		

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-06-530	Defense Working Capital Fund: Military Services Did Not Calculate and Report Carryover Amounts Correctly		8	
GAO-06-547	Department of Energy, Office of Worker Advocacy: Deficient Controls Led to Millions of Dollars in Improper and Questionable Payments to Contractors		2	
GAO-06-989	Depot Maintenance: Improvements Needed to Achieve Benefits from Consolidations and Funding Changes at Naval Shipyards	3		
GAO-06-88	Depot Maintenance: Persistent Deficiencies Limit Accuracy and Usefulness of DOD's Funding Allocation Data Reported to Congress			2
GAO-06-18	DOD Business Transformation: Defense Travel System Continues to Face Implementation Challenges	10		
GAO-06-1085	DOD Civilian Personnel: Greater Oversight and Quality Assurance Needed to Ensure Force Health Protection and Surveillance for Those Deployed		1	
GAO-06-995	DOD Contracting: Efforts Needed to Address Air Force Commercial Acquisition Risk	1	1	
GAO-06-358	DOD Payments to Small Business: Implementation and Effective Utilization of Electronic Invoicing Could Further Reduce Late Payments	2	3	
GAO-06-215	DOD Systems Modernization: Planned Investment in the Naval Tactical Command Support System Needs to be Reassessed	4	1	2
GAO-06-171	DOD Systems Modernization: Uncertain Joint Use and Marginal Expected Value of Military Asset Deployment System Warrant Reassessment of Planned Investment	4	1	
GAO-06-913R	DOD's Overseas Infrastructure Master Plans Continue to Evolve		2	
GAO-06-200	Drug Control: Agencies Need to Plan for Likely Declines in Drug Interdiction Assets, and Develop Better Performance Measures for Transit Zone Operations	2		
GAO-06-446	Electronic Warfare: Option of Upgrading Additional EA-6Bs Could Reduce Risk in Development of EA-18G		2	
GAO-06-831	Enterprise Architecture: Leadership Remains Key to Establishing and Leveraging Architectures for Organizational Transformation	1		
GAO-06-427	Environmental Liabilities: Long-Term Fiscal Planning Hampered by Control Weaknesses and Uncertainties in the Federal Government's Estimates	8		
GAO-06-538	Equal Employment Opportunity: DOD's EEO Pilot Program Under Way, but Improvements Needed to DOD's Evaluation Plan	2		
GAO-06-23	Financial Product Sales: Actions Needed to Better Protect Military Members	2		
GAO-06-745	Force Structure: Army Needs to Provide DOD and Congress More Visibility Regarding Modular Force Capabilities and Implementation Plans	4		
GAO-06-125	Force Structure: Assessments of Navy Reserve Manpower Requirements Need to Consider the Most Cost-effective Mix of Active and Reserve Manpower to Meet Mission Needs	2		

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-06-962	Force Structure: DOD Needs to Integrate Data into Its Force Identification Process and Examine Options to Meet Requirements for High-Demand Support Forces	2		
GAO-06-498	Homeland Defense: National Guard Bureau Needs to Clarify Civil Support Teams' Mission and Address Management Challenges		3	
GAO-06-643	Hurricane Katrina: Better Plans and Exercises Needed to Guide the Military's Response to Catastrophic Natural Disasters	4		
GAO-06-460	Hurricane Katrina: Comprehensive Policies and Procedures Are Needed to Ensure Appropriate Use of and Accountability for International Assistance	2		
GAO-06-934	Hurricane Katrina: Strategic Planning Needed to Guide Future Enhancements Beyond Interim Levee Repairs	2		
GAO-06-1042	Influenza Pandemic: DOD Has Taken Important Actions to Prepare, but Accountability, Funding, and Communications Need to be Clearer and Focused Departmentwide	4		
GAO-06-392	Information Assurance: National Partnership Offers Benefits, but Faces Considerable Challenges	2		
GAO-06-31	Information Security: The Defense Logistics Agency Needs to Fully Implement Its Security Program	6	4	
GAO-06-356	Joint Strike Fighter: DOD Plans to Enter Production before Testing Demonstrates Acceptable Performance	1	2	
GAO-06-736R	Limitations in the Air Force's Proposed Housing Plan for Spangdahlem Air Base, Germany		2	
GAO-06-757	Mail Security: Incidents at DOD Mail Facilities Exposed Problems That Require Further Actions	4		
GAO-06-369	Managing Sensitive Information: Departments of Energy and Defense Policies and Oversight Could Be Improved	5		1
GAO-06-706	Managing Sensitive Information: DOD Can More Effectively Reduce the Risk of Classification Errors	6		
GAO-06-362	Military Disability System: Improved Oversight Needed to Ensure Consistent and Timely Outcomes for Reserve and Active Duty Service Members	5		
GAO-06-438	Military Housing: Management Issues Require Attention as the Privatization Program Matures	3	2	
GAO-06-848R	Military Pay: DOD Improperly Paid Army National Guard and Army Reserve Soldiers in Deserter Status	3		
GAO-06-384R	Military Pay: Inadequate Controls for Stopping Overpayments of Hostile Fire and Hardship Duty Pay to Over 200 Sick or Injured Army National Guard and Army Reserve Soldiers Assigned to Fort Bragg	1		
GAO-06-1011	Military Personnel: Actions Needed to Strengthen Management of Imminent Danger Pay and Combat Zone Tax Relief Benefits	1	1	1
GAO-06-1068	Military Personnel: DOD and the Services Need to Take Additional Steps to Improve Mobilization Data for the Reserve Components	3		1
GAO-06-134	Military Personnel: DOD Needs Action Plan to Address Enlisted Personnel Recruitment and Retention Challenges	2		

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-06-1010	Military Personnel: DOD Needs an Oversight Framework and Standards to Improve Management of Its Casualty Assistance Programs		2	
GAO-06-60	Military Personnel: Federal Management of Servicemember Employment Rights Can Be Further Improved	7		
GAO-06-642	Military Personnel: Military Departments Need to Ensure That Full Costs of Converting Military Health Care Positions to Civilian Positions Are Reported to Congress	2		
GAO-06-540	Military Personnel: Progress Made in Implementing Recommendations to Reduce Domestic Violence, but Further Management Action Needed	3	2	2
GAO-06-105	Military Personnel: Top Management Attention Is Needed to Address Long-standing Problems with Determining Medical and Physical Fitness of the Reserve Force	6		
GAO-06-141	Military Readiness: DOD Needs to Identify and Address Gaps and Potential Risks in Program Strategies and Funding Priorities for Selected Equipment	2		
GAO-06-84	Military Readiness: Navy's Fleet Response Plan Would Benefit from a Comprehensive Management Approach and Rigorous Testing	7		
GAO-06-846	Military Recruiting: DOD and Services Need Better Data to Enhance Visibility over Recruiter Irregularities		4	1
GAO-06-193	Military Training: Funding Requests for Joint Urban Operations Training and Facilities Should Be Based on Sound Strategy and Requirements		1	1
GAO-06-802	Military Training: Management Actions Needed to Enhance DOD's Investment in the Joint National Training Capability		5	
GAO-06-847	Military Transformation: Additional Actions Needed by U.S. Strategic Command to Strengthen Implementation of Its Many Missions and New Organization	5		
GAO-06-397	Post-Traumatic Stress Disorder: DOD Needs to Identify the Factors Its Providers Use to Make Mental Health Evaluation Referrals for Servicemembers	1		
GAO-06-172R	Potential Spectrum Interference Associated with Military Land Mobile Radios		1	
GAO-06-111	Reserve Forces: Plans Needed to Improve Army National Guard Equipment Readiness and Better Integrate Guard into Army Force Transformation Initiatives	4		
GAO-06-437	Security Assistance: State and DOD Need to Assess How the Foreign Military Financing Program for Egypt Achieves U.S. Foreign Policy and Security Goals	2		
GAO-06-449	Space Acquisitions: DOD Needs a Departmentwide Strategy for Pursuing Low-Cost, Responsive Tactical Space Capabilities		1	
GAO-06-537	Space Acquisitions: DOD Needs Additional Knowledge as it Embarks on a New Approach for Transformational Satellite Communications System	3	1	

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-06-812	Special Operations Forces: Several Human Capital Challenges Must Be Addressed to Meet Expanded Role	3		
GAO-06-455R	Tactical Aircraft: DOD Should Present a New F-22A Business Case before Making Further Investments			1
GAO-06-49	Unmanned Aircraft Systems: DOD Needs to More Effectively Promote Interoperability and Improve Performance Assessments	9		
GAO-06-222R	Unmanned Aircraft Systems: Global Hawk Cost Increase Understated in Nunn-McCurdy Report		1	
GAO-06-447	Unmanned Aircraft Systems: New DOD Programs Can Learn from Past Efforts to Craft Better and Less Risky Acquisition Strategies	4	1	
GAO-06-315	VA and DOD Health Care: Opportunities to Maximize Resource Sharing Remain		2	
GAO-06-839	Weapons Acquisition: DOD Should Strengthen Policies for Assessing Technical Data Needs to Support Weapon Systems		5	
Fiscal year 2006 total		252	117	24

Source: GAO.

Table 9: Status of DOD Recommendations by Report, Fiscal Year 2007

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-07-790R	Armed Forces Retirement Home: Health Care Oversight Should Be Strengthened		4	
GAO-07-891R	Aviation Security: Federal Coordination for Responding to In-flight Security Threats Has Matured, but Procedures Can Be Strengthened		2	
GAO-07-388	Best Practices: An Integrated Portfolio Management Approach to Weapon System Investments Could Improve DOD's Acquisition Outcomes	7		
GAO-07-538	Business Systems Modernization: DOD Needs to Fully Define Policies and Procedures for Institutionally Managing Investments	9		
GAO-07-451	Business Systems Modernization: Strategy for Evolving DOD's Business Enterprise Architecture Offers a Conceptual Approach, but Execution Details Are Needed	1		
GAO-07-143	Chemical and Biological Defense: Management Actions Are Needed to Close the Gap between Army Chemical Unit Preparedness and Stated National Priorities	4		
GAO-07-113	Chemical and Biological Defense: Updated Intelligence, Clear Guidance, and Consistent Priorities Needed to Guide Investments in Collective Protection	4		
GAO-07-240R	Chemical Demilitarization: Actions Needed to Improve the Reliability of the Army's Cost Comparison Analysis for Treatment and Disposal Options for Newport's VX Hydrolysate	4		

Enclosure I

Product number	Product title	Recommendations		
		Open	Closed-implemented	Closed-not implemented
GAO-07-200NI	Combating Terrorism: Improved Training and Guidance Needed to More Effectively Address Host Nation Support and Enhance DOD's Force Protection Efforts	5		
GAO-07-151	Contract Management: Protégés Value DOD's Mentor-Protégé Program, but Annual Reporting to Congress Needs Improvement	2		
GAO-07-367R	Defense Acquisitions: Air Force Decision to Include a Passenger and Cargo Capability in Its Replacement Refueling Aircraft Was Made without Required Analyses			2
GAO-07-620	Defense Acquisitions: An Analysis of the Special Operations Command's Management of Weapon System Programs	3		
GAO-07-759	Defense Acquisitions: Analysis of Processes Used to Evaluate Active Protection Systems		1	
GAO-07-115	Defense Acquisitions: Challenges Remain in Developing Capabilities for Naval Surface Fire Support	1	3	
GAO-07-1058	Defense Acquisitions: DOD's Research and Development Budget Requests to Congress Do Not Provide Consistent, Complete, and Clear Information	2		
GAO-07-578	Defense Acquisitions: Greater Synergies Possible for DOD's Intelligence, Surveillance, and Reconnaissance Systems	2		
GAO-07-376	Defense Acquisitions: Key Decisions to Be Made on Future Combat System	12		
GAO-07-387	Defense Acquisitions: Missile Defense Acquisition Strategy Generates Results but Delivers Less at a Higher Cost	4	1	
GAO-07-866	Defense Acquisitions: Navy Faces Challenges Constructing the Aircraft Carrier Gerald R. Ford within Budget	3	2	1
GAO-07-380	Defense Acquisitions: Role of Lead Systems Integrator on Future Combat Systems Program Poses Oversight Challenges	2	1	1
GAO-07-546	Defense Acquisitions: Status and Challenges of Joint Forces Command's Limited Acquisition Authority	3		
GAO-07-745	Defense Acquisitions: Success of Advanced SEAL Delivery System Hinges on Establishing a Sound Contracting Strategy and Performance Criteria	3		
GAO-07-20	Defense Acquisitions: Tailored Approach Needed to Improve Service Acquisition Outcomes	6		
GAO-07-1072	Defense Business Transformation: Achieving Success Requires a Chief Management Officer to Provide Focus and Sustained Leadership	2		
GAO-07-839	Defense Contract Management: DOD's Lack of Adherence to Key Contracting Principles on Iraq Oil Contract Put Government Interests at Risk	1		
GAO-07-273	Defense Contracting: Improved Insight and Controls Needed over DOD's Time-and-Materials Contracts	5	1	
GAO-07-559	Defense Contracting: Use of Undefined Contract Actions Understated and Definitization Time Frames Often Not Met	5		

Enclosure I

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		Open	Closed-implemented	Closed-not implemented
GAO-07-831	Defense Health Care: Comprehensive Oversight Framework Needed to Help Ensure Effective Implementation of a Deployment Health Quality Assurance Program	3		
GAO-07-461	Defense Infrastructure: Actions Needed to Guide DOD's Efforts to Identify, Prioritize, and Assess Its Critical Infrastructure	8		
GAO-07-1007	Defense Infrastructure: Challenges Increase Risks for Providing Timely Infrastructure Support for Army Installations Expecting Substantial Personnel Growth	2		
GAO-07-164	Defense Infrastructure: Continuing Challenges in Managing DOD Lodging Programs as Army Moves to Privatize Its Program	2		
GAO-07-1077	Defense Infrastructure: Management Actions Needed to Ensure Effectiveness of DOD's Risk Management Approach for the Defense Industrial Base		4	
GAO-07-281	Defense Inventory: Opportunities Exist to Improve the Management of DOD's Acquisition Lead Times for Spare Parts	11		
GAO-07-232	Defense Inventory: Opportunities Exist to Save Billions by Reducing Air Force's Unneeded Spare Parts Inventory	4		
GAO-07-814	Defense Logistics: Army and Marine Corps Cannot Be Assured That Equipment Reset Strategies Will Sustain Equipment Availability While Meeting Ongoing Operational Requirements	2		
GAO-07-807	Defense Logistics: Efforts to Improve Distribution and Supply Support for Joint Military Operations Could Benefit from a Coordinated Management Approach	2		
GAO-07-144	Defense Logistics: Improved Oversight and Increased Coordination Needed to Ensure Viability of the Army's Prepositioning Strategy	2		
GAO-07-396R	Defense Management: DLA Has Made Progress in Improving Prime Vendor Program, but Has Not Yet Completed All Corrective Actions	1		
GAO-07-618	Defense Management: High-Level Leadership Commitment and Actions Are Needed to Address Corrosion Issues		4	
GAO-07-1103	Defense Trade: Clarification and More Comprehensive Oversight of Export Exemptions Certified by DOD Are Needed	2		
GAO-07-675R	Defense Transportation: DOD Has Taken Actions to Incorporate Lessons Learned in Transforming Its Freight Distribution System	1		
GAO-07-671	Defense Transportation: DOD Needs a Comprehensive Approach to Planning for Implementing Its New Personal Property Program	3		
GAO-07-126	Depot Maintenance: Actions Needed to Provide More Consistent Funding Allocation Data to Congress		2	
GAO-07-88	Disaster Assistance: Better Planning Needed for Housing Victims of Catastrophic Disasters	1		
GAO-07-554R	DOD and VA Outpatient Pharmacy Data: Computable Data Are Exchanged for Some Shared Patients, but Additional Steps Could Facilitate Exchanging These Data for All Shared Patients	1	2	

Enclosure I

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GAO-07-733	DOD Business Systems Modernization: Progress Continues to Be Made in Establishing Corporate Management Controls, but Further Steps Are Needed	1		
GAO-07-860	DOD Business Transformation: Lack of an Integrated Strategy Puts the Army's Asset Visibility System Investments at Risk	5		
GAO-07-1029R	DOD is Making Progress in Adopting Best Practices for the Transformational Satellite Communications System and Space Radar but Still Faces Challenges	1		
GAO-07-1048R	DOD Should Provide Congress and the American Public with Monthly Data on Enemy-Initiated Attacks in Iraq in a Timely Manner	1		
GAO-07-234	DOD's High-Risk Areas: Progress Made Implementing Supply Chain Management Recommendations, but Full Extent of Improvement Unknown	2		
GAO-07-774	Elections: Action Plans Needed to Fully Address Challenges in Electronic Absentee Voting Initiatives for Military and Overseas Citizens	4		
GAO-07-854	Emergency Management Assistance Compact: Enhancing EMAC's Collaborative and Administrative Capacity Should Improve National Disaster Response			1
GAO-07-211	Force Structure: Joint Seabasing Would Benefit from a Comprehensive Management Approach and Rigorous Experimentation before Services Spend Billions on New Capabilities	9		2
GAO-07-851	Human Capital: DOD Needs Better Internal Controls and Visibility over Costs for Implementing Its National Security Personnel System	3		
GAO-07-205	Hurricane Katrina: Agency Contracting Data Should Be More Complete Regarding Subcontracting Opportunities for Small Businesses	2		
GAO-07-696	Influenza Pandemic: DOD Combatant Commands' Preparedness Efforts Could Benefit from More Clearly Defined Roles, Resources, and Risk Mitigation	4		
GAO-07-528	Information Security: Selected Departments Need to Address Challenges in Implementing Statutory Requirements	6		
GAO-07-51	Information Technology: DOD Needs to Ensure That Navy Marine Corps Intranet Program Is Meeting Goals and Satisfying Customers	2		
GAO-07-360	Joint Strike Fighter: Progress Made and Challenges Remain	1		
GAO-07-641	Military Base Closures: Management Strategy Needed to Mitigate Challenges and Improve Communication to Help Ensure Timely Implementation of Air National Guard Recommendations	3		
GAO-07-166	Military Base Closures: Opportunities Exist to Improve Environmental Cleanup Cost Reporting and to Expedite Transfer of Unneeded Property	2		
GAO-07-304	Military Base Closures: Projected Savings from Fleet Readiness Centers Likely Overstated and Actions Needed to Track Actual Savings and Overcome Certain Challenges		2	

Enclosure I

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		Open	Closed-implemented	Closed-not implemented
GAO-07-1040	Military Base Realignment and Closures: Plan Needed to Monitor Challenges for Completing More Than 100 Armed Forces Reserve Centers	1		
GAO-07-647	Military Health Care: TRICARE Cost-Sharing Proposals Would Help Offset Increasing Health Care Spending, but Projected Savings Are Likely Overestimated	1		
GAO-07-195	Military Health: Increased TRICARE Eligibility for Reservists Presents Educational Challenges	1		
GAO-07-549	Military Operations: Actions Needed to Improve DOD's Stability Operations Approach and Enhance Interagency Planning	7		
GAO-07-145	Military Operations: High-Level DOD Action Needed to Address Long-standing Problems with Management and Oversight of Contractors Supporting Deployed Forces	7		
GAO-07-699	Military Operations: The Department of Defense's Use of Solatia and Condolence Payments in Iraq and Afghanistan	2		
GAO-07-608	Military Pay: Processes for Retaining Injured Army National Guard and Reserve Soldiers on Active Duty Have Been Improved, but Some Challenges Remain	6		
GAO-07-259	Military Personnel: Additional Actions Needed to Improve Oversight of Reserve Employment Issues	1	2	
GAO-07-1138R	Military Personnel: Air National Guard Has Taken Steps to Improve the Reliability of Personnel Strength Data, but More Needs to Be Done	3		
GAO-07-372R	Military Personnel: DMDC Data on Officers' Commissioning Programs is Insufficiently Reliable and Needs to be Corrected	2		
GAO-07-780	Military Personnel: DOD Lacks Reliable Personnel Tempo Data and Needs Quality Controls to Improve Data Accuracy	1		
GAO-07-828	Military Personnel: DOD Needs to Establish a Strategy and Improve Transparency over Reserve and National Guard Compensation to Manage Significant Growth in Cost	2		
GAO-07-93	Military Personnel: Reserve Components Need Guidance to Accurately and Consistently Account for Volunteers on Active Duty for Operational Support		1	
GAO-07-224	Military Personnel: Strategic Plan Needed to Address Army's Emerging Officer Accession and Retention Challenges	1		
GAO-07-936	Military Training: Actions Needed to More Fully Develop the Army's Strategy for Training Modular Brigades and Address Implementation Challenges	3	3	
GAO-07-430	Missile Defense: Actions Needed to Improve Information for Supporting Future Key Decisions for Boost and Ascent Phase Elements	6		
GAO-07-643	Navy Working Capital Fund: Management Action Needed to Improve Reliability of the Naval Air Warfare Center's Reported Carryover Amounts	6		
GAO-07-444	Operation Iraqi Freedom: DOD Should Apply Lessons Learned Concerning the Need for Security over Conventional Munitions Storage Sites to Future Operations Planning	3		

Enclosure I

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GAO-07-498	Polar-Orbiting Operational Environmental Satellites: Restructuring Is Under Way, but Technical Challenges and Risks Remain	1		1
GAO-07-709	Quadrennial Defense Review: Future Reviews Could Benefit from Improved Department of Defense Analyses and Changes to Legislative Requirements	2		
GAO-07-60	Reserve Forces: Actions Needed to Identify National Guard Domestic Equipment Requirements and Readiness	3	1	1
GAO-07-1195	Securing, Stabilizing, and Rebuilding Iraq: Iraqi Government Has Not Met Most Legislative, Security, and Economic Benchmarks	2		
GAO-07-520	South Florida Ecosystem: Restoration Is Moving Forward but Is Facing Significant Delays, Implementation Challenges, and Rising Costs	1		
GAO-07-96	Space Acquisitions: DOD Needs to Take More Action to Address Unrealistic Initial Cost Estimates of Space Systems	1	1	1
GAO-07-1088R	Space Based Infrared System High Program and its Alternative		1	
GAO-07-1030	Special Operations Forces: Management Actions Are Needed to Effectively Integrate Marine Corps Forces into the U.S. Special Operations Command	2		
GAO-07-711	Stabilizing Iraq: DOD Cannot Ensure That U.S.-Funded Equipment Has Reached Iraqi Security Forces	2		
GAO-07-415	Tactical Aircraft: DOD Needs a Joint and Integrated Investment Strategy	2		
GAO-07-904	U.S. Public Diplomacy: Actions Needed to Improve Strategic Use and Coordination of Research	2		
GAO-07-836	Unmanned Aircraft Systems: Advance Coordination and Increased Visibility Needed to Optimize Capabilities	8		
GAO-07-1094	Water Resources: Four Federal Agencies Provide Funding for Rural Water Supply and Wastewater Projects	1		
GAO-07-478	Waters and Wetlands: Corps of Engineers Needs to Ensure That Permit Decisions Made Using Funds from Nonfederal Public Entities Are Transparent and Impartial	4		
Fiscal year 2007 total		265	38	10
Fiscal years 2001-2007 grand total		758	1,682	286

Source: GAO.

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